



Contents lists available at ScienceDirect

Journal of International Management

journal homepage: www.elsevier.com/locate/intman

Elevating talents' experience through innovative artificial intelligence-mediated knowledge sharing: Evidence from an IT-multinational enterprise

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ARTICLE INFO

Keywords:

Global talent management
Innovation strategy and culture
Knowledge sharing
Knowledge-based view
AI applications
AI-mediated social exchange

ABSTRACT

Managing talent and growth in sizeable global information technology (IT) multinational enterprises (MNE) facing technological disruption requires a well-developed innovation strategy. This study presents novel insights into how a large MNE shared knowledge through artificial intelligence (AI) mediated social exchange using effective global talent management (GTM) strategies. Analyzing in-depth qualitative interview data from an extensive global technology MNE subsidiary, this research draws upon the literature on the knowledge-based view (KBV), AI-mediated social exchange theory and GTM, and explores how, through an AI-mediated knowledge-sharing exchange, the MNE managed its knowledge needs. Findings suggest AI-enabled talent applications improved individual experiences of talents at this MNE pursuing an innovation strategy. Findings from the data analysis suggest that first, an innovation-led strategy and culture created a social context for sharing of talent-specific knowledge through knowledge-based data systems embedded in talent-focused AI applications. Second, talent-focused knowledge sharing using AI-mediated social exchange applications resulted in talents experiencing varying personalization levels and positive experience in terms of increased job satisfaction and commitment and reduced turnover intentions. Implications for MNEs in emerging markets to manage global talents in an AI embedded digital social exchange for effective individual outcomes.

1. Introduction

Multinational enterprises (MNEs) operating in the global technology services sector in emerging markets can be viewed as a complex constellation of resources, confronted with the challenge of coordinating and managing knowledge to remain competitive, provide innovative solutions and retain, not just their clientele but also their talent (Farndale et al., 2014, 2021; Kogut and Zander, 1992; Liu, 2019). In dealing with the paradox of growth, replication of knowledge across MNE subsidiaries can expose the MNE to

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<https://doi.org/10.1016/j.intman.2021.100871>

Received 1 July 2020; Received in revised form 1 March 2021; Accepted 1 June 2021

Available online 17 June 2021

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imitation threats, but as Kogut and Zander (1992) suggest, firms that specialize by innovating and learning new ways to recombine existing knowledge and capabilities can overcome this paradox. Doing so would require cooperation and collaboration between individuals, thereby suggesting the need for a robust social relations system and a social exchange (Blau, 1964) between employees and key stakeholders. The idea that an MNE can effectively deliver the transfer and recombination of different forms of knowledge has been noted as a critical aspect of an evolutionary theory of MNEs (Kogut and Zander, 1993). Further, Kogut and Zander (1993) argue that firms are repositories of knowledge holding and use multiple transfer mechanisms. For example, the channel through which technology is transferred to a range of an MNE's stakeholders is driven by the advantage and growth a firm seeks to enjoy as it expands across borders. The more complex and hard-to-imitate ways in which a firm's existing knowledge bases are organized or recombined, the greater the likelihood that an MNE will gain advantage from such an organization and integrate knowledge. Kogut and Zander's (1993) notion of combinative capabilities regarding how a firm combines elements of tacit and explicit knowledge bases is what provides it with the opportunity to gain advantage and growth. Therefore, a key focus is for the MNEs to transfer knowledge and new technologies both within and across an MNE's network of subsidiaries through a robust social exchange mechanism and other organizing principles. As Grant (1996) noted in his conceptualization of the KBV of a firm, knowledge integration to a firm's productive function is a dynamic capability.

For achieving improved business performance, Minbaeva and Collings (2013) suggest that GTM needs to be linked to the global strategic intent and strategic business process of an MNE. A strategic business process refers to an approach in which the competitive potential of an organization's resources and capabilities are realized (Ray, Barney and Muhanna, 2004) by improving the innovativeness of individuals in delivering unique client solutions, which are hard to copy by the competitors. Thus, GTM needs to develop a diverse global talent pool and provide them opportunities to generate new knowledge and recombine innovation capabilities (Mellahi and Collings, 2010) that would operationalize the corporate innovation strategy in talents' daily routine work. In this endeavour, the adoption of AI applications (Abraham et al., 2019; Ellmer and Reichel, 2021; Greasley and Thomas, 2020; Kumar et al., 2020) can help connect several people management issues GTM practices with global talents to manage them effectively in the direction of the strategy across the network of the subsidiaries of MNEs. This requires a corporate culture that embraces and encourages 'creativity and innovation' among the young workforce (Brant and Castro, 2019) and work creatively (Morris et al., 2016). Given the importance of GTM to promote innovation within the corporate culture, we note the applicability of an adaptable culture. An IT-based MNE facilitates change and flexibility gained via AI-enabled GTM to assist the MNE to remain productive and responsive based on the global environment in which it operates.

Managing talent through GTM practices has been noted as a key source of sustained competitive advantage for MNEs (Mellahi and Collings, 2010), but firms must also develop relevant managerial and technological intra- and inter-organizational capabilities (Kothari et al., 2013; Del Giudice and Maggioni, 2014; Sarala et al., 2016). Further, MNEs face challenges of coordination and integration of GTM practices for leveraging their internal talent across their network of subsidiaries. One innovative technological solution is to use AI-based knowledge sharing applications through appropriate technological platforms. Knowledge-based systems are considered one of the most successful applications of AI (Akerkar, 2019). Research examining how MNEs in emerging markets create innovative technological knowledge-based systems to share key inter- and intra-organizational knowledge (Cabrera and Cabrera, 2002) across an MNE's network (Hansen, 2002) using innovative artificial intelligence (AI) enabled applications is relatively scarce. AI systems can employ a range of AI-based approaches to deliver expert problem-solving and decision-making capabilities through expertise- and knowledge-based domains. For example, AI-aided decision-making and problem-solving can occur through data mining, wherein by discovering knowledge within databases through pattern recognition, clustering or other algorithms, specific knowledge sharing can occur through an AI-mediated social exchange (Ma and Brown, 2020).

Further, developments in machine learning allow efficient knowledge sharing for faster decision-making, problem-solving and numeric predictions (Akerkar, 2019). Specifically, innovative technological products developed using human cognition for better interaction (Lu, 2019; Ma, 2019; McColl and Michelotti, 2019; Silic et al., 2020) may lead to better social exchange between individuals, technology and the organization. Such an approach offers a novel and effective way to share diverse sets of knowledge concerning a talent's needs across the geographical and skill boundaries of an MNE.

Based on the above assertions, the need for a supportive social exchange mechanism (Blau, 1964) to allow for the recombination of knowledge and capabilities for MNEs to gain an advantage is vital. The adoption of AI applications and GTM practices opens up an AI-mediated social exchange (Ma and Brown, 2020) and allows MNEs to replicate and recombine their diverse knowledge through advanced AI technologies to prevent imitation ensuring integration of knowledge. Therefore, we argue that by sharing knowledge through an AI-mediated exchange and using GTM as a higher-order organizing system, MNEs can seek employees' cooperation, ability, and motivation. Further, by creating a trusting environment, employees' opportunity to share knowledge through AI applications will support an MNE's growth. Furthermore, through such an exchange, a range of employee outcomes can likely be significantly enhanced. Through these effective mechanisms, MNEs can continue to share and replicate critical knowledge within and across their subsidiaries.

Given the importance of talent for sustained competitive advantage and innovation in MNEs, several gaps remain regarding the role of technology for specific aspects of talent management (TM) (O'Shea and Puente, 2017). For example, there are gaps in managing the talent's experience, satisfaction, retention, and commitment through an AI-mediated GTM practice, especially as MNEs seek to gain a competitive advantage through people (Malik et al., 2020). Therefore, this research investigates how the use of an innovative set of AI applications and sharing diverse sets of knowledge through an AI-mediated social exchange can impact talent experience at this MNE. We build our argument on Ma's (2019) AI-mediated exchange theory (AI-MET), an extension of the social exchange theory (Blau, 1964), which suggests that through a technology-mediated social exchange, sharing knowledge of the GTM occurs through AI applications. The AI-MET focuses on the human-AI interactions through diverse AI applications and aims to influence talent's experience of GTM practices across the MNE's network and affect talent's micro-level outcomes through a social exchange, an agency of

autonomous systems (Ma and Brown, 2020). The application of such technology-mediated knowledge-sharing social exchange, though critical, is not yet researched in the context of GTM and may be regarded as a revolution of digital disruption in leveraging talent through AI-based applications. We contribute to the Special Issue's call on managing internal and external organizational knowledge for building sustained competitive advantage through GTM from an emerging market context. Specifically, this research bridges the above-identified gap by addressing the following research questions. 1) *How do a firm's innovation strategy and innovation culture affect AI-mediated knowledge sharing of GTM practices?* 2) *How do talents experience technology-mediated knowledge sharing of AI-enabled GTM practices?* 3) *How does the AI-enabled GTM practices influence employee attitudes and behaviours through AI-mediated social exchange?*

In seeking to address the above research questions, our study contributes to the literature on GTM and knowledge sharing in MNEs in three ways. First, it focuses on examining how an innovation-led strategy and culture leads to GTM practices embedded within innovative AI applications in the MNE's operations. Second, it presents new findings of how, through an AI-mediated knowledge-sharing social exchange, the talents experience personalization, hyper-personalization and individualization of GTM practices. Third, this research highlights how an AI-mediated knowledge-sharing social exchange articulated the positive experience of talent concerning GTM in increased job satisfaction, commitment and reduced turnover intentions. The rest of the paper is organized as follows. We begin by reviewing the literature on GTM and innovation, followed by knowledge sharing in MNEs, GTM and an AI-mediated knowledge-sharing exchange. This is followed by the impact of such an exchange on employee outcomes. The next section explains our conceptualization and methods. The findings are followed by a discussion, conclusion where we state the implications of our findings to be beneficial for MNEs in emerging markets to manage global talent in an AI-embedded knowledge-sharing social exchange for an efficient and effective individual and firm performance.

2. Literature review

2.1. Knowledge sharing in MNEs, global talent management and AI applications

Following the KBV of a firm, the role of GTM practices and organizational processes are critical in delivering strategic business outcomes (Kogut and Zander, 1992) as knowledge is 'socially constructed' and is viewed as residing in 'organizing of human resources', which requires individual relationships to be managed by a set of organizing principles (Kogut and Zander, 1992, 1993). As such, MNEs' need to coordinate and manage essential knowledge between the headquarter and subsidiary operations, which requires them to deploy capabilities that are inimitable, heterogeneous and immobile ('inert') (Kogut and Zander, 1992, p. 385). We argue that GTM practices serve as organizing principles for managing social relationships and embedding knowledge sharing through technological solutions. In the above line of thinking, MNEs are viewed as a collection of capabilities and knowledge, whose main purpose is to share and exchange knowledge between individual talents (Kogut and Zander, 1992). Given the strategic importance of talents in the KBV (Kogut and Zander, 1991; Grant, 1996), knowledge sharing becomes critical for MNEs to deliver on their innovation strategies. GTM practices through the use of an AI-mediated exchange enable such a knowledge-sharing exchange and an MNEs' innovation strategy. The boundary conditions of the KBV, GTM practices and an AI-mediated social exchange theory are mutually reinforcing as they support a firm's pursuit of acquisition, sharing and integration of common and specialist knowledge (Grant, 1996; Kogut and Zander, 1992, 1993; Ma and Brown, 2020).

The term talent refers to people as 'competent job incumbent' (Collings and Mellahi, 2009, p. 304) or 'individuals' who are considered to be talented, which in practice, means high-potential employees or strategically important employees holding key positions (Meyers and van Woerkom, 2014, p. 192). Further, talent also refers to individuals with exceptional characteristics (Gallardo-Gallardo et al., 2013). In practice, talent exists in the form of both subject and object in organizations depending on the context in which talents are defined (Nijs et al., 2014; Wiblen and McDonnell, 2020). In this research, we refer to talents as a strategically important pool of employees who possess innovative IT skills to contribute to the innovative capacity of an MNE.

The role of GTM in MNEs, as identified by Farndal et al. (2010, p. 162), is 'globalization of talent bring with it a requirement to create new (human resource management) tools, methods and processes necessary for coordination and global integration'. Hence, MNEs develop GTM practices concerning leveraging talent to better manage their global operations while expecting MNEs to perform and compete in global markets with unique talent capabilities (Farndale et al., 2021). MNEs do not always achieve this endeavour, especially in emerging markets, due to the practical challenges of coordinating and integrating GTM practices across their subsidiaries' networks. Further, MNEs following an innovation-focused strategy must rely on their resources for delivering innovative solutions to their global clientele.

This paper further argues that through an appropriate set of GTM practices, MNEs can promote knowledge-sharing social exchanges using efficient AI-based applications. Through a range of talent acquisition, development and retention practices, GTM practices can serve as a guiding set of organizing principles for better integration and coordination of critical knowledge across the MNE's subsidiaries. GTM practices that are delivered through AI applications. Talents' perception of GTM practices, experienced through AI-based applications, facilitates knowledge sharing through such applications. The rationale for employing AI instead of computer-mediated technology is because AI can self-generate knowledge (Sanzogni et al., 2017) through a range of AI-mediated knowledge sharing mechanisms. Such an approach is useful in decision-making, and knowledge can be accessed by anyone with minimal expertise in IT and talents can share knowledge with a minimum loss of knowledge that is typical in variations of human intelligence (Grant, 1996) (bounded rationality – limited capacity of human brains to acquire, store and process knowledge) among talents. However, our argument does not undermine the human capacity to generate intelligence; instead, AI is considered as an efficient platform for consistent knowledge sharing. To this end, we argue that talent can experience GTM practices (De Boeck et al., 2018; Sonnenberg et al., 2014) and share knowledge through an AI-mediated social exchange (Ma and Brown, 2020).

Concerning GTM, business practitioners and scholars have widely noted GTM as critical for organizational success as it enables a firm to remain globally competitive (Farndale et al., 2010). However, the lack of theoretical definitions and inconsistencies of its application in the literature indicates that the field needs more scholarly attention (Crane and Hartwell, 2019). GTM is concerned with delivering strategic value to MNEs (Mellahi and Collings, 2010; Collings, 2014) using a long term-integrated approach to managing employees of MNEs (Garavan, 2012). Based on Mellahi and Collings (2010), GTM refers to achieving competitive advantages by leveraging talents through a differentiated human resource architecture while ensuring their continued commitment towards the organization.

2.2. AI-mediated knowledge-sharing social exchange

The social exchange theory (SET) (Blau, 1964) envisions society as a series of interdependent actions that create a norm of reciprocity between actors who engage in an exchange relationship. These interdependent exchanges form high-quality relationships that may help understand workplace behaviours (Cropanzano and Mitchell, 2005). Building on the foundations of SET, Ma (2019) introduced AI-mediated social exchange (AI-MET) as a set of interdependent actions with AI as influencing the human-to-human relationship “via a taxonomy of mediation mechanisms” (Ma and Brown, 2020, p. 1). AI-MET helps “understand how different algorithmic mediation mechanism fit together in real-world systems to influence digitalized exchange” (Ma, 2019, p. 173). We apply this AI-MET to knowledge-sharing for GTM. AI broadly refers to “computational systems that involve algorithms, machine learning methods, natural language processing, and other techniques that operate on behalf of an individual” (Hancock et al., 2020, p. 89) to receive precepts of information and knowledge from the environment and take actions that affect the environment (Russell and Norvig, 2010). Research on humans and AI systems are sparse yet applying in different work settings for efficiency and accuracy. For example, applicant tracking systems to generate an algorithmic-based assist in hiring decisions (Arya et al., 2015), organizing information on specific goals (Eslami et al., 2019), and so on. However, research exploring the relationship between employee-employer knowledge-sharing interactions through an AI-mediated exchange and its effect on employee experience is not received attention to the best of our knowledge. It is vital to investigate this emerging trend in TM in the knowledge era, which may facilitate personalized solutions and interpersonal exchange of diverse talent in MNEs. In contrast, a standalone “computer-mediated” assistance is no longer sufficient to support the changing and complex work world (Ma, 2019).

While there exist different perspectives on how humans and AI system interactions are organized (see Ma and Brown, 2020), our research aims to understand from a micro-perspective, which envisages the individual interactions with AI-enabled algorithm-based mechanisms on GTM practices for elevating the quality of knowledge-sharing social exchange between talents and the MNE. The MNE here represents a vast network of organizational units that stores, shares, and creates new knowledge in different databases about their talents. Duggan et al. (2020) critically reviewed the mediation role of algorithmic tools in the gig economy employment relations, specifically concerning work and performance management and stressed the need for further investigation in the field of HRM. In examining how different mediating mechanisms help organize social interaction, Ma (2019) and Ma and Brown (2020) specified five AI-MET mechanisms. These are as follows. *Algorithmic aggregation* - a process wherein algorithms summarise and aggregate information about an actor of exchange that is available for people on exchange networks. This mechanism includes, for example, reputation systems used in the online commercial platform to collect ratings of users (Jøsang et al., 2007). *Algorithmic curation* - a process wherein algorithms select, organize and present information based on a specific target, e.g. applicant tracking systems in hiring decision making (Laumer et al., 2015; Arya et al., 2015; Duggan et al., 2020). *Algorithmic representation* is a process wherein algorithms use a label/high dimensional vector to represent a specific entity, such as facial recognition (Patil et al., 2015). *Algorithmic augmentation* - a process that involves algorithms to modify, augment and generate information from an exchange. AI-based communication is centred on the augmentation mechanism (Ma, 2019), such as Smart/auto-replies and auto-corrections in emails and other social media applications (Hancock et al., 2020). Finally, *algorithmic matching* - a process that involves sorting and reasoning-based matching algorithms to search and retrieve data that generally operates in organizational databases. It helps yielding ideal or related query results by finding data from multiple data repositories (Techopedia, 2019), such as those evident in automated matching in the recruitment process (profile matching) (Urbano, 2018), web service compositions (Akkiraju et al., 2006) and dating apps (Turner and Kuczynski, 2019). It is also essential to note that the social exchange's nature can broadly take two forms: direct and generalized/indirect social exchanges.

2.2.1. Types of knowledge sharing social exchanges

Since its early conceptualization (Blau, 1964), the social exchange theory has evolved (Homans, 1964), wherein the focus of social relations was on a more direct exchange between two actors and a more macro/indirect complex exchange process. Thus, two types of social exchange involved in exchange relationships are *direct and generalized or indirect social exchange*. *Direct social exchange* is a dyadic exchange and involves transferring information or resources between two parties/actors. In contrast, the *indirect/generalized social exchange* involves multiple parties/actors pooling their resources collectively to generate values and re-distribute their values among the group's actors (Bearman, 1997). Extending the types of above social exchange to AI-mediated social exchange, an autonomous system, such as an AI-enabled application, can act on behalf of actors in a direct and generalized social exchange relationship and influence the environment in which it operates (Ma and Brown, 2020). The empirical illustration of this AI-mediated social exchange relationship can assume varying degrees of personalization for talent that affects their experience of GTM practices differently. Knowledge-sharing through an AI-mediated exchange mechanism draws on knowledge from disparate sets of databases, ranging from highly curated to semi-structured and unstructured internal and external sources from the MNE's more extensive network of parent headquarters subsidiary operations. The MNE's approach to delivering high levels of personalization and hyper-personalization to

crucial talent across the globe required careful design and innovative thinking for the AI-applications.

2.3. Personalization, hyper-personalization and individualization of GTM practices through AI-enabled applications

The diversity of the workforce due to globalization and technology has caused employees to prefer a more individualized treatment at the workplace in addressing a variety of needs and preferences of talent (Rofcanin et al., 2018). From an inclusive perspective of GTM where all employees are considered to be talented (Farndale et al., 2014) in a project-driven IT-focused or a very large MNE, employing hundreds of thousands of employees, accommodating different needs and preferences through individual treatment can be a humongous challenge, yet is possible through the use of disruptive technologies (Haak, 2019). We argue that tailoring the MNE's generalized GTM offerings in a way that allows talented employees to feel they receive a more personalized treatment at work will enable the MNE to leverage and retain talents towards firm-specific goals. Notably, MNEs that are versatile with modern technology (Schuler et al., 2011; Collings and Isichei, 2018) and employ AI-enabled algorithm-based approaches can cater to global talent in a much more granular and tailor-made experience (Barney, 2018). Thus, we elaborate our GTM process into three main approaches via which organizations would cater to different needs of talent through personalization, hyper-personalization, and individualization operated through AI-based knowledge-sharing platforms. These personalization approaches acknowledge each talent's unique values and potentials (Karra, 2019) and yield positive individual outcomes (e.g. Haesli and Boxall, 2005), underscoring the inclusiveness of managing talent in MNEs of emerging economies. These granular approaches are briefly defined and explained. For example, personalization refers to tailoring a process, experience, or communication to increase personal relevance based on the information that an organization has learned about an individual AI-based application (Sweet, 2019; Blom, 2000). For example, an AI-driven virtual assistant for answering queries of recruits in the areas of onboarding (Chambers, 2019). Hyper-personalisation is an act that extends beyond personalization to further recommend a much more nuanced content for individual talents to improve their job experience based on talent's profile of multiple work attributes and his/her registered personal preferences, using various AI-based databases and AI-based applications (c.f. Haak, 2019; Rosenbaum et al., 2019). For example, an AI-driven recommendation platform for upskilling current and future project's needs based on past performance data of individuals (Karra, 2019). Finally, individualization is the choice that an individual talent exercises, as a result of the hyper-personalization, allowing individuals to self-produce (Beck, 1992), self-refer or what also called a "do-it-yourself (DIY) project" (Kelly, 2001 p. 26). Others refer to it as an approach by the firm to help customize job-related work aspects (Bal and Dorenbosch, 2015). For example, an AI-driven calibrated coaching allows a learner to complete a short e-assessment and then enable him/her to pick a goal and schedule a short set of learning suggestions on how and what the individual should practice in a way that correctly fits in with his/her current skill levels (Barney, 2018).

2.4. Employee outcomes

In the attempt to understand the complex nature of employee responses to AI-enabled GTM practices, we focus on job satisfaction and organizational commitment which are categorized as affective responses and turnover intention, which is said to be a behavioural response (De Boeck et al., 2018). The affective and behavioural responses are two critical components of the tripartite model (Eagly and Chaiken, 1993) to categorize employee responses as affective, behavioural and cognitive components. Affective response refers to "internal, motivational, and valenced evaluative states, including feelings, emotions, and preferences" (De Boeck et al., 2018, p. 203), which said to be more sensible and immediate employee outcome of TM practices which then derives behavioural responses that rely on a mutual-investment based relationship between employees and employers (Wu and Chaturvedi, 2009). Behavioural responses refer to the cognitive desire to act (intention to behave) and directly observable actions (actual behaviour) (De Boeck et al., 2018).

Job satisfaction is the pleasurable or positive emotional state resulting from one's job (Wright and Cropanzano, 2000) or job experiences and has a vital 'inside-out' effect on customer satisfaction (Zablah et al., 2016). It has been widely investigated across talent management context (Chami-Malaeb and Garavan, 2013; Gelens et al., 2014; Luna-Arocas and Morley, 2015) as to how certain TM practices affect satisfaction and how it may lead to improve the other vital outcomes such as effect on customer satisfaction (Zablah et al., 2016) and job performance (Luna-Arocas and Morley, 2015). The research found that employees who experience job satisfaction endorse and corporate with innovation work in their firms (Shipton et al., 2006).

Organizational commitment refers to an employee's psychological attachment to an organization characterized by agreement on organizational values, willingness to stay and exert more effort in work (Mowday et al., 1979). Notwithstanding the organizational commitment has been investigated in some studies on TM (Redondo et al., 2019; Kontoghiorghe, 2016; Chami-Malaeb and Garavan, 2013), there is limited research on whether the commitment of talents varies in the context of digitalized GTM.

Turnover intention refers to 'the cognitive precursor of leaving behaviour' (Sun and Wang, 2017, p. 1126), which means an employee's conscious intention to quit the organization (Tett and Meyer, 1993). Turnover intention is a pressing concern among talent worldwide (Mercer, 2019). Again, the findings in TM literature are not consistent whether talented staff are convinced by TM practices, signals to stay in the organization, thus warranting further investigation (De Boeck et al., 2018) in the context of digitalized GTM.

3. Methods

3.1. Research design

Keeping in mind a relatively novel phenomenon of the role of AI-enabled applications for GTM, a qualitative case study design of a large and unusually representative and revelatory case is expected to yield rich and nuanced contextually rich data (Eisenhardt, 1989)

and is in line with theory-building efforts for developing new models and theoretical contributions (Corley and Gioia, 2011; Malik et al., 2019; Thomas et al., 2011; Whetten, 1989). A unique and single case study design has several merits, especially when the opportunity to undertake in-depth case analysis is available and the opportunity to illustrate the empirical relationship being closer to the constructs that are employed on conceptual arguments (Siggelkow, 2007). Single case studies have affordances of rich data exploration of the phenomenon of interest, particularly if such a design accommodates multiple sources and levels of data collection (Eisenhardt, 1989) and can present a rich story intertwined with the theory (Eisenhardt and Graebner, 2007).

In this study, our choice of a large IT MNE specializing in the design and development of innovative AI-enabled applications for several functional business activities not only in the domain of GTM but also in other functional areas such as customer support, marketing, finance and research and development and serving several global clients opened up avenues for rich insights about AI applications development process as well as how through an AI-mediated exchange this case organization managed its knowledge assets. Thus, for understanding the impact of AI applications on employee level outcomes, our choice of a revelatory and critical case is not only appropriate, but it is also essential. As suggested by Eisenhardt (1989), our case design accommodates multiple sources and data collection levels via in-depth interviews, observation and secondary data from multiple levels and sources. We believe our access to such rich data from an innovative AI MNE's subsidiary is unique and revelatory and, along with the analysis of other data, makes this case exemplary. Hence, considering the size, the scale of operation of the MNE and diversity of multilevel data represented the rich story and reduced limitations of a small sample. For confidentiality, the case organization is hereafter referred to as AITECH and pseudonyms are used for various BOTS and digital platforms.

Following Eisenhardt (1989), a priori *specification of themes* was developed based on an extensive review of literature on GTM, knowledge sharing, KBV, AI-technology applications and employee outcomes for shaping the initial design of the research to enhance the external validity and provide empirical grounding for the emergent theory. Building on these themes, questions for the interview were developed as discussed in the next section.

3.2. Data collection and sample characteristics

The project was approved by the lead author's University Ethics Committee, and several innovative case organizations were approached in India's IT industry that were undertaking cutting edge AI-focused innovations in the workplace in HRM and other functional areas. Next, depending on the extent of multiple levels of access that the case organization was willing to provide, a purposive selection was made. Therefore, in this case, AITECH agreed to participate in qualitative interviews of leaders, managers, and employees working on different technology projects, serving clients around the world in different industry and functional domain teams were undertaken. In dealing with case interviews, the use of a range of knowledgeable informants from different levels and functional areas who view the focal phenomenon from diverse perspectives mitigates the risk of biases in the data (Eisenhardt and Graebner, 2007). Concerning the GTM context, both managers and leaders, and employees were end-users of the AI-applications developed by AITECH for its internal GTM purposes. In-depth interviews were undertaken from several locations of ten employees of the MNE's subsidiary (see Table 1 for details). Additional data collection sources include organizational documents, data available through the organization's public website, some HR policies and non-participant observation of the interviewees' routines were also undertaken.

All interviews were transcribed verbatim, as it allowed an initial and unbiased automated extraction of seed concepts and themes analyzed using Leximancer 4.5, a specialist automated content analysis application (Smith and Humphreys, 2006). The use of Leximancer 4.5 allows for an unbiased, objective and higher-level view of the dataset for researchers and readers. Further, it serves as an efficient means for exploring the data for theoretical concepts and interest themes. The preliminary data analysis was auto-generated by Leximancer 4.5 application leading to a concept map of thirteen key themes, such as people, work, innovation, client, time, organization, idea, need, use, called, saying, problem and top, by keeping the theme view at 33% output setting (see coloured circles). Further, forty-seven concepts were extracted, keeping the concept output view setting at 100% (see the grey dots within them in Fig. 1 for details and their overlaps, connections and theme size). Core themes occur with the highest frequency counts and their relational co-occurrence with other concepts and themes (see Fig. 2 for details). Following an initial analysis and extraction of the main concepts and themes, a theoretical coding of the automated concepts and themes followed, using an abductive approach (Alvesson and

Table 1
Sample of interviewees.

Level in the organization	Gender	Location (Bengaluru, India)
Senior HR leader	Male	Bengaluru Site 1
Middle HR manager	Male	Bengaluru Site 1
Senior innovation leader	Male	Bengaluru Site 2
Frontline team lead	Female	Bengaluru Site 3
Employee	Female	Bengaluru Site 3
Employee	Male	Bengaluru Site 3
Senior leader	Male	Bengaluru Site 1
Senior leader	Male	Bengaluru Site 1
Subject matter expert	Male	Bengaluru Site 2
Associate team lead	Male	Bengaluru Site 3
Total	10	

Kärreman, 2007; Dubois and Gadde, 2002; Gioia et al., 2012). This is a highly iterative process of going back and forth and recombining data with cases, phenomena, and guiding theories and led to our emerging framework (Fig. 3). Here, we highlight several themes of theoretical interest in providing evidence for exploring these themes as well as answering the core questions this research poses.

The core, darker, and the more critical themes of people, work, innovation, and client highlighted the need for the MNE to engage in GTM practices for acquiring, developing and retaining talent for delivering on the MNE's remit of innovation outcomes in the areas of Technology and AI-related products and services for its global clients. Further exploration of the data highlighted the centrality of innovative work culture and how people (talent) were committed to various innovation projects, operating in teams and catering to a range of clients, showing how the two concepts of innovation and experience are related to other concepts and themes in the relational map. As the focus of innovation at this MNE was developing AI and related technologies, in line with the study's focus, we collected data from teams tasked with developing AI-applications for GTM and other domains. The development and use of AI-applications rely on large sets of data about the business and HR knowledge. Employees experienced in the design of AI applications worked through different teams, projects and workflow processes.

Based on our analysis, we theoretically coded several themes presented in the same order in the paper—first, the *role of innovation strategy* and *innovation culture* in elevating GTM at AITECH. Second, we take a closer look at how employees experienced GTM practices through a range of *AI-enabled GTM applications*, examining the specific *AI-MET mechanisms* identified in the literature through which employees experience these GTM practices facilitate the process of knowledge-sharing. Lastly, we explored whether there was any impact of the AI-mediated social exchange experienced by employees' GTM practices on a range of attitudinal and behavioural outcomes. The following section provides an analysis of the themes and key findings.

4. Analysis and findings

4.1. Role of innovation strategy in elevating GTM

This sub-theme that emerged from the data analysis reinforces the fact that AITECH centred around its core business strategy of innovation that inspires each member of the organization. The core innovation strategy emerged as a significant source of elevating GTM in the organization. The influence geneses from the talent acquisition itself as a senior HR official explained:

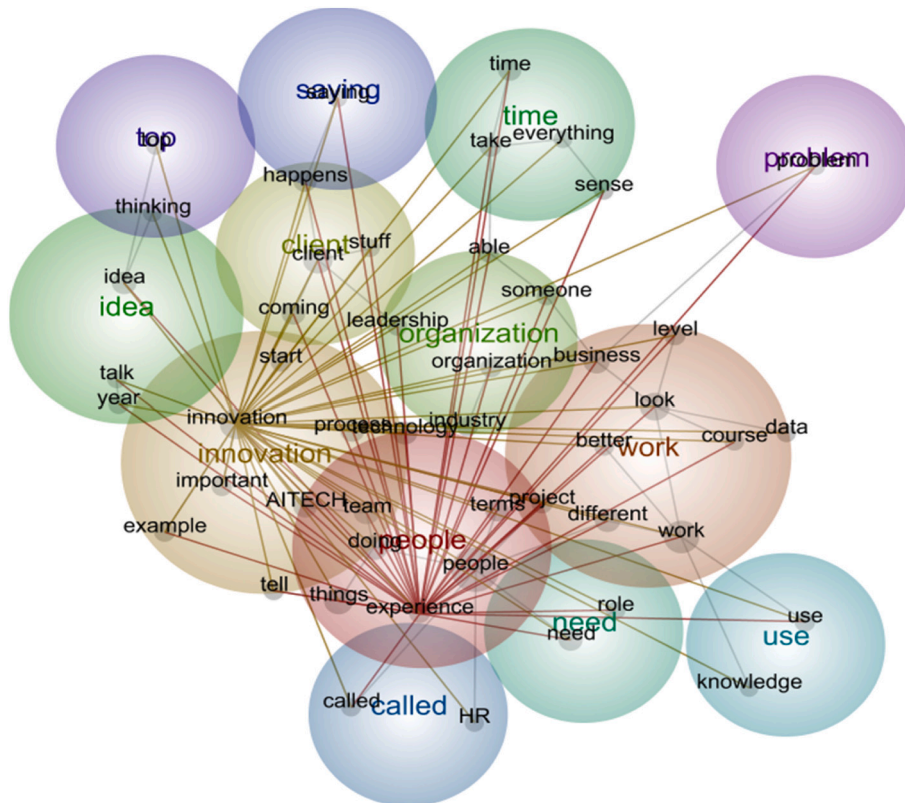


Fig. 1. Inter-relationships between “innovation” and “experience” concepts.

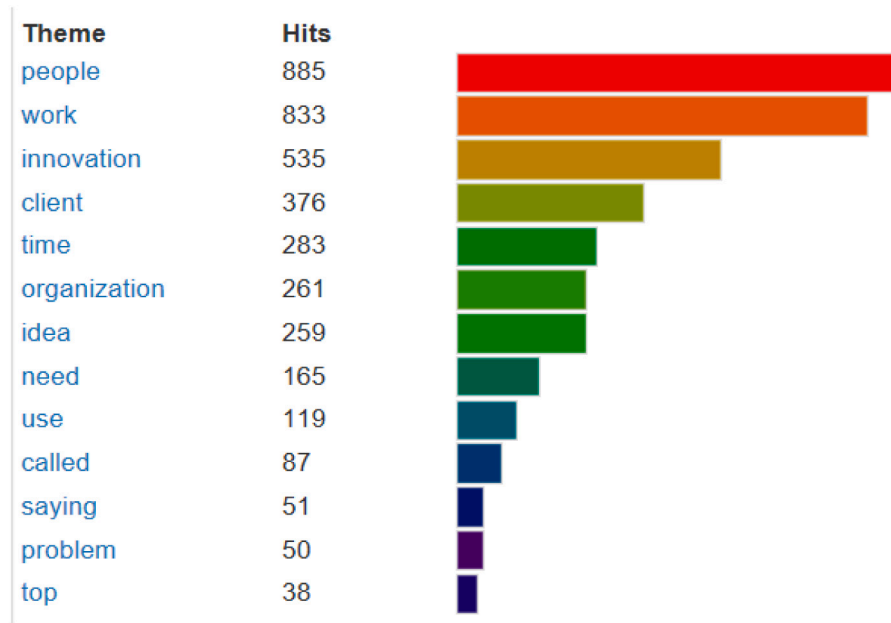


Fig. 2. Frequency counts of themes in the interview data set.

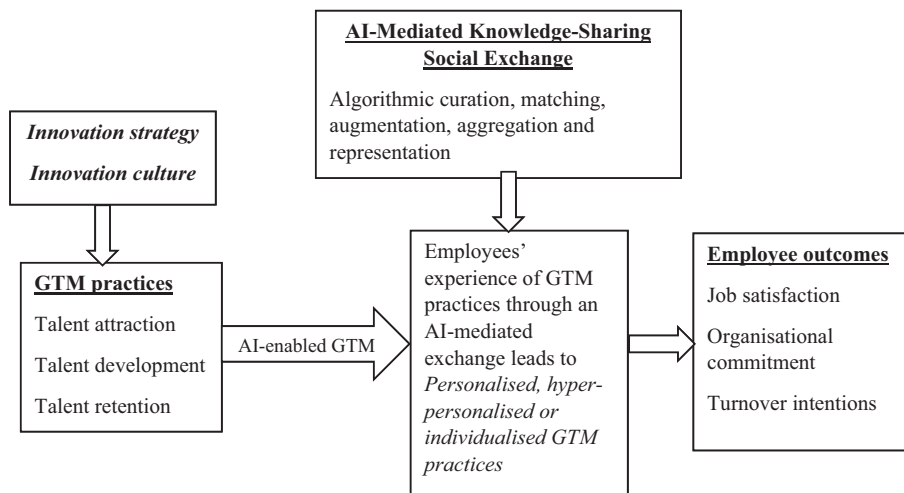


Fig. 3. Emerging conceptual framework.

In terms of innovation, we do hiring for people who can survive an innovation ecosystem. We look at people who most importantly ... in terms of what he[/she] has done in the past, what idea worked and what it was ...and all of that.

A senior innovation leader confirmed that innovation strategy guides managing talents for innovation and maintaining competitiveness through careful selection of talents into work teams at AITECH.

"... how [many] ambiguous situations he has managed you know how well he collaborates. I think that is very important for innovation to happen. You collaborate across the ecosystem and work with a lot of different kinds of people. So, these are some of the things that we see in a person before getting them on board. It's a little bit of a difficult discussion, but I think that's what it is ...I look at it, and when I hire people for my team or even internally [when], we're moving people."

The respondents confirmed that the firm's core strategy shaped the process of internal and external talent acquisition and acknowledged that it is the milestone at the outset for innovation to be realized through the daily engagement of globally located talents and ensure that every member engages in work concerning innovation (i.e. ideas generation, prototyping and execution). As a senior business official explained:

Table 2
Summary of case description and categorization.

GTM practice area	Nature of AI-based BOTs	Mechanisms supporting AI-mediated social exchange (AI-MET)	Quotes of users' experience (interviewee detail)	The extent of employees' experience GTM practices through AI-MET (personalisation, hyper-personalisation and individualization)
Talent attraction i. Internal recruitment and deployment	INTELLIBOT: an AI-BOT based on skill ontology matches labour demand and supply	Algorithmic curation and algorithmic matching: both direct and generalized exchange	<p><i>Our major key ideas to ensure that [we] get the new moving, people around ...and one project that we have to ensure that ...he has the right skills for getting into the next project because we can't afford to have him on the bench, ...because if we're going to do that of our rate of utilization, you cannot have that kind of utilization rate, and so over the last 2–3 years we've built a lot of platforms. (HR Manager)</i></p> <p><i>I mean it's very common now, but when we build around two-three years back what we call a skill ontology or relationship skills. (BOT Developer)</i></p> <p><i>We have a repository of skills. Very well defined, it gets refreshed every quarter, and each employee goes into a dashboard room, my competency an updated skill after an assessment. So that's how the skill flows into the staffing platform. (HR Manager)</i></p> <p><i>They are the highest proficient tech skilled employees in AITECH who have taken an assessment and passed those tests. So, then when they go into an IP portal, the AI tool looks at their skills and their role and searches all the [roles] and anyone ...[you] know we have 12,000 demands, and I tell them Look these are the six areas you can work on. So that's how the AI matches the two. (BOT Developer)</i></p> <p><i>The big thing we're trying to do going forward is to look at employee self-staffing because there's a lot of staffing which we do by not assigning a price... 20 months...To build a new platform called INTELLIBOT and filed a patent last year. It's done well, but what we need to do more so. What most don't think is that it speaks to the key stakeholder [employees]. (Technology Leader)</i></p> <p><i>What we've found is that there are a lot of queries that come to our team on different aspects, like how do I raise a demand it. How do I lock-in a person [demand]? I mean, how I sign up a person into a demand?. So we've built to chad pod to answer those queries? A smart, intelligent query assistant, so that's a chatbot. It is part of INTELLIBOT. (Talent Manager)</i></p> <p><i>So we have around 2000 unique users, INTELLIBOT has around</i></p>	<p>Personalization: employees, team leaders and managers access this application to match internal demand with the supply of talents onto projects based on specific skills for specific projects</p> <p>Hyper-personalization: talents who have been assessed as high-tech are allowed to update their skills on the platform to be matched with new internal demands and opportunities raised by projects</p> <p>Individualization: employees have the opportunity to exercise choice through this BOT</p> <p>Individualization – as every individual talent can raise their own queries depending on their unique projects through Chabot to seek immediate solutions on internal deployment.</p>
	QABOT-an intelligent query assistant BOT to manage real-time internal queries related to internal demand.	Algorithmic augmentation: direct exchange (personalization: person and AI bot)		

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Table 2 (continued)

GTM practice area	Nature of AI-based BOTs	Mechanisms supporting AI-mediated social exchange (AI-MET)	Quotes of users' experience (interviewee detail)	The extent of employees' experience GTM practices through AI-MET (personalisation, hyper-personalisation and individualization)
ii. External recruitment	INTELLIBOT is also an AI-platform for matching demand and supply with a matching index	Algorithmic curation and algorithmic matching: (both direct and generalized exchange)	10,000 users, but XXX-BOT has around 2000 users. (HR Head) <i>Since the complexity of staffing is increasing very much, what we did is that, of course, is very common now, but when we started around in 2016/17, we built all these algorithms for demand-supply matching etc., so that you know against our demand you proposed this up the resources with pitch best fits that with a matching index etc. and we opened that window stepping up to the business.</i> (HR Technology Leader)	Personalization: staff access a platform to match demand with the supply of talents onto projects based on the specific skills that a project needs
	A tool is driven by algorithms to screen and structure CVs into a standard format and match it against job descriptions and schedule optimum interviews	Algorithmic curation: (generalized exchange)	<i>Almost 60–70% of the staffing [process] is done [by applicants and the BOT] themselves. So they have access do go there and click against the demand they so they see the price list of employees. They go and select a [role].</i> (HR Manager) <i>So how do you read that CV and put it in a structured format and then use that CV details to map it against the job description to the demand and method and then pop up the CVs it matches a certain demand so that We [have] almost to develop that. That's the tool we have for screening CVs.</i> (HR Manager) <i>Built a tool, people have to be interviewed, that things have to be documented. They need to move to the next round. Things like that, so you know you've built in another tool for all the CVs we just screen against the demand and then schedule them for interviews. Right because the interview bandwidth is finite they're only X number of people who can do the interviews. So how do you do that? So that is again a use case which is very much that. And then, of course, the interviews, that is, of course, the experts we need to do is.</i> (HR Technology Leader) <i>And then, of course, the entire learning platform in AI-TECH is very robust. It does all of that training programs so that he can go and take it and he can go and do that assessment. Easier said than done, but I think the first step is to open it up and make it visible for each and every employee and then start building it on. Of course, it all needs to also match up, but you can continue re-skilling. But the bad thing it's</i>	Personalization – as employees, team leaders and managers access the platform to sort and structure CVs based on the job descriptions relevant to specific projects.
Talent development i. Training	INTELLIBOT Enabled analytics of skill level and visual representation	Algorithmic aggregation and algorithmic representation (both direct and generalized exchange)	<i>And then, of course, the entire learning platform in AI-TECH is very robust. It does all of that training programs so that he can go and take it and he can go and do that assessment. Easier said than done, but I think the first step is to open it up and make it visible for each and every employee and then start building it on. Of course, it all needs to also match up, but you can continue re-skilling. But the bad thing it's</i>	Individualization: each employee is allowed to complete a self-assessment of their current competencies to enable them to continue re-skilling. The platform suggests continuous follow-up and feedback, visually flags and badges them for skills they hold in the system.

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GTM practice area	Nature of AI-based BOTs	Mechanisms supporting AI-mediated social exchange (AI-MET)	Quotes of users' experience (interviewee detail)	The extent of employees' experience GTM practices through AI-MET (personalisation, hyper-personalisation and individualization)
			<p>skilling [and] re-skilling ... It is later on [that] part, what happens after that. I mean are you able to give them the work which fits that with skills. (HR Head)</p> <p>It is like data analytics, ... where we actually have made a different IP around our industry group So we identified those people and flagged them in the system. ... Well, I carry a digital flag in the system. My name at any point...if someone wants to know what I'm doing. You just need to search me by the digital flag... (Technology Leader)</p>	
	INTELLIBOT draws upon diverse sets of inputs from AITECH's online training and learning management system platforms	Algorithmic aggregation (generalized exchange)	<p>Besides that, there are some online training always they keep on doing, which is done by this training team which is what is called a 'Capability Development Team', which does it across AITECH. (HR Manager)</p> <p>Most commonly, what happens is a person gets training [and] a skill, but he's not able to take an assessment, i.e. team leader assessment, so his skill doesn't reflect in the staffing database as the trained skill, [it] shows his old skills, ...So now we linked the two so that when hiring managers are looking at supply, size of the bench and the people who have the learning ... We also assist people to train... (HR Manager)</p>	Hyper-personalization: managers and staff can see their new skills and attributes updated in the system, and this helps with GTM's acquisition, development and retention efforts.
ii. Career advancement	Platform for skill coalition and suggesting relational skills	Algorithmic aggregation and algorithmic curation (direct exchange)	<p>AI definitely plays a role in facilitating that because otherwise, it's a bit [im]possible deployment at scale. Skilling, yes, definitely it helps because one of the big use cases in skilling which we have done one part of it is to say that you have Skill A you should skill yourself in skill B. Because those two are a coalition [of] relational skills. You can also move that forward...say you have skill A. You should Skill yourself [for] skill B. You can also move it forward to say, look, this is how normally employees with skill A have gone on the journey. (Technology Leader)</p> <p>An employee with the JAVA skill, he can see what people normally do with that. You know where to do more. How do they cross-train... they get on things like that, so that can be used very effectively. (Technology Leader)</p> <p>So I think the first thing is that once you do that, you're able to mentor them, coach them, ... do all that structured programs, even</p>	Individualization: each employee is allowed the choice to update their current competencies and upgrade his/her skills as recommended by the platform for their next career milestone.

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Table 2 (continued)

GTM practice area	Nature of AI-based BOTs	Mechanisms supporting AI-mediated social exchange (AI-MET)	Quotes of users' experience (interviewee detail)	The extent of employees' experience GTM practices through AI-MET (personalisation, hyper-personalisation and individualization)
Talent retention	The BOT creates a talent-heat map for profiling key talent attributes of the entire talent pool, enabling a visual experience for decision-making for current and future talent requirements and tracking employees' movement based on where strategic business units have concentrations (or not).	Algorithmic aggregation (direct exchange)	different staffing rules ...built into the system. Nothing works offline. ...hundred per cent of the work happens through the platform. Even if it is a different staffing rule for these segments, we still get it into the platform. (Talent Manager) We look at in terms of what's the talent heat-map. So on year on year, how many people are moving down that. How many are there for whom you have to stay? For whom you have to drop? (Talent Manager) We have a program called STAR-TALENT [a pseudonym] which is where you have the top 1% of the organization being identified across ...You also have a differentiated compensation which is a very active differentiation. (Talent Manager)	Personalization – as staff and managers have a visual platform to track and allocate individual talents across locations/strategic business units and monitor their movement Hyper-personalisation and individualization: based on a range of hyper-personalized attributes, highly differentiated talent retention practices allow star talents to exercise individualized choices
	HEARME platform to capture the mood of talents	Algorithmic augmentation	[There is a] corporate function is what we call as HEARME. OK, for HEARME, if I look at the business side, I would offer feedback engines for [sharing] experiences. ... So, that would be a question that would be damn straight saying How satisfied are you about your current ABCD (project)? Or it's a very simple one, a happy, sad or normal [sentiment]. This is that we also go back and ask those projects. What is right or wrong? We engage in a focus group discussion (HR Manager)	Hyper-personalization: teams in projects are allowed to share personal experiences, and HEARME provides an opportunity to discuss a group through this virtual platform.

It becomes a necessity for innovation; it becomes a necessity for being a vision of necessity for your individual employee experience. Of course, you know it is important that you are seen to be doing what your peers are doing so there is an institutional pressure almost by others to confirm that you are doing something in adoption.

4.2. Role of innovation culture in elevating GTM

The features of an innovative culture emerged from the data analysis as a sub-theme that specifically highlighted the characteristics of 'adaptability' culture as specified by Daft (2012). The culture of AITECH promotes meeting the dynamic customer needs through flexibility and change while maintaining a strategic focus on the external environment in which it operates. These characteristics engender the process of GTM dispersing common corporate values related to innovation across the multi-cultural global workforce and support GTM to manage talent towards organizational innovation. As a senior HR leader explained:

It starts at innovation at scale. What does it mean? It does not mean that it is all superficial innovation. It is about how the grassroots level embraces, imbibes the whole innovation culture. When somebody says innovation culture, you can ...generally, organizations follow the rule, hammer, hammer. [It] doesn't work that way. You need to be innovative. ...You need to innovate! Doesn't work that way, because the whole point is that the doors of knowledge can be only open from the inside. It cannot be open from [the] outside. This is one of the individual levels [of] thinking [we were] talking about.

The features of flexibility, visibility and recognition have emerged from the culture that promotes an inclusive perspective of managing talent rather than an exclusive perspective in AITECH. Creating a culture on these values inspired every member of the organization who is working and connecting via AI-enabled platforms globally towards innovation. As a senior HR leader commented;

That has opened up people. People might not realize [it]. But indirectly, [it] also leads to the innovation culture. Second, the policy that what I would say in AITECH, or rather direct from the leadership, is, if somebody comes with an innovative idea, there's a huge platform called 'My innovation' platform ... So, every year there's a contest that happens [here]. And you won't believe, four years back, and this contest had only 14,000 entries. This is the fourth year, [now] we have 52,000 entries competing. Now that doesn't happen by force. It's volitional. And it's your discretionary effort. This is independent of their [talent's] bread and butter work.

The culture of an innovation-led strategy for managing talent and keeping them engaged, motivated and experience sharing was also echoed in the following quotes by a Global innovation leader at AITECH;

[The] top sixteen ideas are presented to the worldwide most important companies CIOs, a mega event just coming up on it. Well, this year. There are exactly 52,000 ideas. Eighteen [ideas] have been selected out of them, and they will be presenting their ideas too. And these are some very [young talents]. Two years three years [experience]... generation. Now, imagine how prestigious it becomes. Everybody aspires to be on that stage. Entire AITECH is watching. Facebook live is happening. It's a mega event. So it becomes an aspirational thing when something becomes aspirational. It fuelled the individual from within.

(innovation contest)

We've done that ourselves within our team huddle together. There's additional service which they do, and they do it as a project. So every week or every once in two weeks, we huddled together on any project. And so it's that either, we get experts to talk to us, or ...you know, even people from within to talk about the projects they're doing and share that. So I do that process all this training. So there's a lot of discussion around that.

(Experience sharing)

4.3. AI-enabled GTM applications and AI-mediated mechanisms

AITECH, being a significant subsidiary operation of an innovative global technology MNE, had to, for the sake of its efficiency, employee experience and to lead the market by setting an example, developed various AI-applications for a range of its business functions, including global talent management, the focus of this study. AITECH developed a range of AI-applications, or what is hereafter described interchangeably, as direct and indirect BOTS covering a range of GTM functions. Some of these BOTS were integrated with other smaller and embedded BOTS, while others still served different interactional and technology-mediated social exchanges. These BOTS covered all aspects of the GTM functions starting from talent acquisition (including identification of both internal and external talent as well as its deployment), talent development (focusing on training and development, visual representation of skills and detailed analytics, and BOT for career development coaching) and talent retention (encompassing talent heat maps across geographies and skill profiles as well as sentiment and mood analysis of talents).

Table 2 provides a summary of how talent experienced GTM practices through a technology-mediated social exchange. Namely, through diverse GTM-focused AI-applications, the technology-mediated social exchange occurred through algorithmic curation and matching (see Table 2 how INTELLBOT curates and matches talent acquisition via both direct and indirect exchange). Also, through augmentation (see Table 2 for INTELLIBOT and QABOTs augmented queries for internal demand) and aggregation and representation (see Table 2 for INTELLIBOT for learning analytics). Further, due to these different mechanisms, talents were experiencing a direct social exchange that ranged from a direct to an indirect or a generalized exchange. The nature of these exchanges between the BOTS and actors in a technology-mediated system led to talents experiencing a varying degree of personalized, hyper-personalized and individualized exchange experiences. The ability of BOTS to deliver these direct and indirect exchanges with the talents were enabled by AI technologies, such as machine learning, natural language processing and a range of other disruptive technologies using sophisticated statistical modelling and algorithms for delivering structured, intelligent and autonomous query.

A related purpose of the talent's interactions with these numerous types of standalone and holistic BOTS was to improve the internal talent experience of seamless and instant information about GTM functions and processes for the bulk of the queries through a single id login, leaving the more complex and high escalation matters to be intervened by AITECH's team of HR leaders. The volume of transactions handled by these BOTS exceeded 20,000 queries per month.

4.4. AI-mediated knowledge sharing social exchange and employee outcomes

Interviews with both managers and employees revealed how they perceived organizational GTM practices through an AI-mediated exchange and the salient affective and behavioural responses resulting from this novel, structurally different social exchange relationship. The qualitative data analysis confirmed positive affective and behavioural responses of employees due to experiencing GTM inclusively through an AI-mediated social exchange. Job satisfaction and organizational commitment were reported positively while a reduced turnover intention was observed in the semi-structured in-depth interviews with employees in AITECH as follows.

4.4.1. Job satisfaction

According to the interviewed employees, their desire to engage and interact with the organizational GTM process via AI mediated exchange implies that most of them experienced a positive emotional state by doing their innovation-focused work in the first instance. The involvement of AI-based platforms is seen as a 'structural change' in the social exchange process (Cook and Whitmeyer, 1992), which stimulates employees to have more desire to engage in organizational work that is widely based in different parts of the world. Most employees confirmed higher levels of satisfaction with their current job:

So actually, the entire talent supply chain is now digitized, with one tool linking into the other. Yeah, so a lot of interesting stuff, which can be done. We have it.

People are equally comfortable working. You know where they feel they should look. I think that personalization is all a reality.

The data further confirms employees' job satisfaction as AITECH has an inclusive perspective in developing talent, which is already available and accessible through a digital environment that enables them to work more conveniently and innovation-focused. Further, most of the employees were likely to be happy as productive contributors in their projects' experimental work.

So you're in that happy space obviously your focus on the overall well-being of not just yourself of others, and that that's helping you to become experimental and in a way? Yeah, it makes me feel that I am contributing.

According to the above findings, we confirm our first affective response, i.e. job satisfaction is prominent with the interviewees due to experiencing GTM practices through an AI-mediated exchange, which is inclusively and internationally available to be benefited for all actors in the talent supply chain of AITECH.

4.4.2. Organizational commitment

The second most salient affective response was organizational commitment as the respondents confirmed that they feel attached to AITECH based on the values it stands for and their willingness to work more on given projects as of AI mediated exchange of GTM process. Further, three critical cultural values, *respect, inclusivity and diversity* at AITECH, were followed by the organization at a local and global level and were embedded in the GTM programs. A senior HR official explained:

We talk about is respect, respect for each other across levels across. I think that's very important... and inclusivity and diversity ...it is very important. I think these are the three things which are ...set of values across AITECH ...like global values across AITECH, [and] we [also] have our leadership DNA. Because of the way the leadership DNA is, they live. They should be viewed as those not for X levels... It's not positional ...I mean, these are really empowering, and so a lot of the [employee] programs and the recognition is based on that.

Talent embraced the content of organizational values as per AITECH's leadership DNA at all levels. Employees demonstrated a sense of commitment to their work. Acceptance of organizational values and their directions and inspired by being a member of the organization falls within the ambit organizational commitment (Mowday et al., 1979). The desire of being a valued member of AITECH was further confirmed in the following quote of the employees:

So people who are like over-enthusiastic or very good and they really want to do it, and they really won't take our time. I've seen people done a fantastic job and not done; they don't have delivery to get it. They would go and work from home also out of interest. They're not forced to do that, but they do work, and they like you know let's do that they will only bring a lot of good ideas onto the table and we discuss you know that why don't we do it this way.

Most of the talent revealed their willingness and enthusiasm to exert work beyond the organizational control, as the above quote is indicative of their organizational commitment. The flexibility generated through an AI-based platform enabled them to commit to work while managing the pressure to remain innovative ideation, as noted by another employee:

"I mean without first of all it starts from sponsorship to giving some breathing space for people to learn something new and kind of ideate and then present their ideas and so on basically to those and then we are not doing what I would say significant profit pressure, meaning that there is a commitment and you have to meet certain goals when those we have a little different type of pressure in terms of cost ...But at the same time, there is a bit more flexibility I would say for our teams to kind of get through figuring out what's the need, how technology can do things better and so on. And they do come forward and do the ideation for far and using these platforms that we run or the contest that we run."

The above analysis of interviews shows how the second affective response witnessed in the form of employees' organizational commitment is a result of employee experience of GTM practices through an AI-mediated exchange.

4.4.3. Turnover intentions

The final and the most salient behavioural response reported was employees' reduced conscious intention to quit the organization as a result of experiencing GTM practices through the AI-mediated exchange. Our data confirms when the aspirations of employees' career fit well with the organization's aspirations through different GTM practices, which are further enabled via AI-based platforms, accessed by talents across the MNE, talents feel obliged to remain in and stay with the organization as a reciprocation of the mutual employee-employer exchange. A senior HR official explained:

I think the vision should be across and also especially because the view the employer aspirations and the candidate aspiration of attending should rapidly go into start-ups and here the basic workers' aspiration and career aspiration is changing, and it's a reality. It's no longer during my times; getting a job was more than enough. Right now it's about the kind of job, the kind of career they're very different thoughts around that they should work and how should they work, it is no longer about a big company and things like that.

Setting up platforms to fulfil various career needs was revealed far more critical than financial recognition for talent retention. The coherence between different functional teams to form a visible and accessible ecosystem to every talent in the organization is sending out the right messaging is a critical factor for retaining talent at AITECH. An associate team lead explained:

"A platform where they can come together, which is a huge platform right now. Second. You will need financial support. And I don't mean financial need just with the money, you need to create an aspirational platform for showcasing. A point system that is rewarded,

Facebook live is great. An ecosystem is my third point. Because the second point what I meant was, finance, [which] is fuelling or giving you a platform. ...If people [do] innovation, it is intrinsic in you. If you really bring it out, this is what you can achieve ...aspirational. Last, the ecosystem or what is the ecosystem, that means the HR team, how they are communicating, marketing team? What is the messaging that is going [out]? Our managing director is spending time and mentoring ...they get everything that is required to shift the idea to increase the scope and to make it bigger."

The above confirms the implications suggested by Duggan et al. (2020), which suggest modern employee relationships are simply not based on a mutual agreement of two parties, but on multiple employment networks (i.e. platforms for career development, support and mentoring from senior management), which creates an organizational ecosystem supported by digital platforms for retaining talents within the firm.

5. Discussion and conclusion

In the context of an emerging market, our study's findings unveil how MNEs share knowledge for managing their global talent using innovative technology-based solutions while maintaining their competitiveness and aligning strategically and culturally GTM practices to support innovation. More specifically, the study's analysis unfolds the importance of understanding how GTM systems can be enriched through an innovation strategy and innovation culture that enables AI-based application and AI-MET to elevate micro-level outcomes at the subsidiary operations of a significant MNE operating in an emerging market. In addressing our first research question, our findings stressed that when a firm's corporate strategy focuses on innovation, GTM needs to operate as a strategic business process (Minbaeva and Collings, 2013) that empowers its diverse talent pools to improve the potential of organizational resources and capabilities from which unique solutions can be produced. We have coded the statements from senior HR officials and innovation leaders on the mandate of *innovation as a necessity*, and it reflects the primary function of GTM, i.e. talent recruitment and deployment to talent retention, to ensure that every member of AITECH engages in innovation (i.e. ideas generation, knowledge sharing, prototyping and execution). Notwithstanding innovation, GTM systems may be influenced depending on firms' 'strategic capability' (Fu et al., 2017, p. 342), for which the orientation of corporate strategy remains central.

Innovation culture is characterized by adaptability (Daft, 2012), as evidenced in AITECH, featuring its corporate values of flexibility, recognition and acceptance of structural changes. These features facilitate GTM to keep talents engaged and focused on their core innovation work while being responsive to the dynamic client demands for delivering innovative solutions. Promoting innovation culture, AITECH implements an innovation contest, experience sharing, team huddling to share success stories of different projects and recognition on achievement were deliberately embedded in practices of GTM.

As inspired by innovation strategy and innovation culture, our study has opened an end-to-end discussion of the intra-organizational position (King, 2015) of GTM with a structured view through AI-based applications that have repercussions on how it works through AI-mediated exchange mechanisms and then on individual-level outcomes. This investigation level has not been found to the best search in GTM/TM literature, which offers extensive evidence of the effective use of GTM via BOTs embedded in various GTM focussed AI-applications to facilitate all users, including managers, leaders and individual talent, for offering a greater focus on innovation venture. In answering our second research question, the findings of this study unfold talent's experience of AI-enabled GTM practices through several AI mediated mechanisms, such as algorithmic curation, matching, augmentation, aggregation and representation (see Table 2 for details) (Ma, 2019) that result in a direct and generalized exchange between actors and BOTs in the domain of GTM. This further enables multi-cultural and diverse global talents located at subsidiaries of AITECH to experience various forms of personalization, hyper-personalization and individualization of GTM practices. The complex and challenging nature of managing a global talent pool (Minbaeva and Collings, 2013) has eased in the advent of BOTs and AI-MET exchange that engendered positive employee-level outcomes, i.e. increased job satisfaction and commitment and reduced turnover intention at the subsidiary operation of AITECH. This has addressed our third research question on how AI-mediated GTM practices influence employee attitudes and behaviours. As mentioned above, the responses were salient during the qualitative interviews held with ten employees from several locations of the MNE's subsidiary. The structuring of AI-enabled GTM leads MNEs in emerging markets to do a better job of managing talents through cost-effective coordination of GTM practices, especially when determining how responsibilities are organized and operationalized (Garavan, 2012) on achieving international competitive advantages. Overall, our paper has sought to investigate a new approach of managing global talents in emerging markets through AI-enabled applications and the exchange mechanism that offers more user-centred GTM inclusively while being consistent with the strategic intent of innovation supported by an innovation-centric MNE culture. The following sections present implications for theory and practice and limitations, establishing the importance of future research on GTM on burgeoning AI-based technology.

6. Implications for theory and practice

Our study has several implications for both theory and practice concerning knowledge sharing in MNEs operating in emerging markets and focusing on GTM and its practical use via an AI-mediated exchange for elevating employee attitudinal and behavioural outcomes. A key theoretical implication lies in showing the effective use of the GTM system, which can be enabled via AI-based applications. Second, such AI-applications can yield positive employee attitudinal and behavioural outcomes through several identified mechanisms for an AI-mediated social exchange. This novel finding provides researchers with confidence to explore GTM with context-specific interactive modes of AI technologies to improve both individual and organizational performance, thereby promoting inclusivity in GTM. Third, our study contributes to GTM literature by highlighting AI-applications in influencing human-to-machine-human relationships, thereby creating a new form of social exchange (Ma and Brown, 2020), elevating individual-level outcomes from

an emerging market context. Fourth, as Farndale et al. (2014) highlight, given the new form of reciprocities in GTM and a need to understand GTM's impact on individual needs, our study responds to this gap in knowledge by noting the mechanisms of aligning to employee needs through personalization, hyper-personalization and individualization, which are effectively enabled via AI-based GTM applications. As such, future research on AI-MET and knowledge sharing in inter- and intra-organizational relationships in an MNE's context is needed. Future research on the antecedents of knowledge-sharing and the employees' attitudes towards adoption and intention to use AI applications and their perceptions of trust towards such applications as personal data, information and knowledge of individuals is shared in routine non-routine tasks.

For managerial implications, first, the study provides evidence of a significant role an MNE's innovation strategy has in shaping its GTM practices. Confirming Collings et al.'s (2019), an MNE in emerging markets also can develop an effective GTM system that is well-aligned to a business strategy for delivering its intended innovation goals through a diverse talent pool through an individualized knowledge-sharing perspective. It sets the tone for employees' performance expectations and HR managers to try out effective means to diffuse GTM practices. Second, MNEs should, therefore, adopt technological changes such as AI-based innovations for empowering their GTM systems to disperse common and specialist knowledge across its multi-cultural workforce by leveraging talents towards organizational innovation (c.f. Farndale et al., 2014). Third, firms operating in emerging markets can consider adoption or making structural changes to existing GTM systems by integrating an agency of autonomous systems (i.e. AI-driven GTM platforms) for positive micro-level outcomes by offering users a personal application of generalized GTM practices through personalization, hyper-personalization and individualization. This would mean investing in upskilling talent and encourage multidisciplinary and inter-functional collaborations between talents for effective AI-mediated knowledge sharing. Doing so can bring down the complexity level, foster collaboration and reduce cost by avoiding unnecessary replications across functional areas (Raman et al., 2013). Finally, as the key focus is on an AI-mediated social exchange, managers must engender a climate of interpersonal trust between individuals and the AI applications by developing robust ethical frameworks that will encourage employees to share knowledge more openly. If implemented effectively, this approach of GTM would yield mutually-beneficial results for both individual talents and firm owners.

7. Limitations and future research

Our study has some limitations offering avenues for future research. First, we adopted a single case study based on an emerging market. However, it was unusually representative and revelatory to investigate novel context-specific data. Comparative studies can be suggested to conduct between emerging markets to gain valuable insights into AI-enabled GTM (Raman et al., 2013), in particular organizational and individual outcomes. Second, we could not address macro-environmental factors such as the external labour market (e.g. Collings and Mellahi, 2009; Muratbekova-Touron et al., 2018) concentrated on the themes lie on the meso-micro level with our research questions. Future research should be encouraged to examine macro factors such as labour market conditions, education systems and IT infrastructure availability in exploring the influence of GTM in emerging digitalized contexts.

Third, the AI-MET exchange revealed only a positive perspective of employee outcomes; however, future research can investigate how digital mediation can result in adverse employee outcomes and ethical issues (Ma, 2019). Finally, the study's findings may be more applicable to innovative technology-based MNEs, yet be aware of the risk of over-generalizing to other sectors. The risk has been mitigated to a greater extent by connecting multiple respondents (leaders, managers and employees) who are serving from different levels, different industry clients and functional domain teams through a triangulation approach, with clear specification of necessary conditions analysis rather than relying only on sufficiency logic (Hauff et al., 2021). It would be prudent to research MNEs operating in emerging markets to see whether the findings are evidenced and replicated.

Grant funding

The authors would acknowledge funding support from the *International Research Collaboration Grant 2019-2020*, University of Newcastle, Australia.

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